

Canadian Lessons Learned from Recent Major Operations

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Rules of Engagement

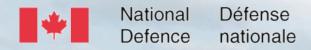
- Presentation is 'Unclassified"
- Have chosen Lessons that would be of interest to our allies
- Some are observations of ongoing Ops vice closed Lessons
- Have tried to stay out of the weeds (tactical level issues)





Lessons Learned

- Op Eclipse
 - Ethiopia/Eritrea
 - Dec 00 Jun 0
- Op APOLLO
 - Support to Op Enduring Freedom
 - Oct 01 Aug 03
- Op ATHENA
 - ISAF
 - Aug 03 ongoing







The GOOD

The BAD

The UGLY!- (Really Bad)







Reinforcing Success Sharing success with Allies

- Camp Standards Eclipse
- Redeployment from Kandahar –
 Apollo
- Theatre Activation Team Athena





Camp Standards - Eclipse

- Used the Relocatable
 Temporary Camp (RTC).
- Seen as a 'Force Multiplier despite being beyond doctrinal level of accommodation for a 6 month operation.
- Allowed troops to focus on mission rather than on camp.
- Expensive solution but worthwhile!

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Defence

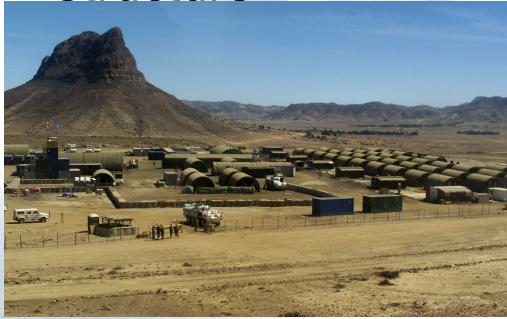


Under construction: hard floors & insulation being added



Eclipse - RTC

- Gravel path
- Raised structure







National Defence Défense nationale



Redeployment from Kandahar- Apollo

- Concern about effects of combat on soldiers
- 3 Phase plan to deal with it:
 - Phase 1in theatre basic instruction, signs & symptoms of stress, debriefing;
 - Phase 2 interim location (Guam) from 'tents to sheets', relaxation, padre/social workers interviews, social & sports; and
 - Phase 3 in garrison (Edmonton) –
 welcoming ceremonies, family education
 package, no immediate leave but rather
 relaxed garrison days.





Redeployment

Kandahar

- BG in no position to help itself. They were burnt out. 1st 24 hrs they slept, 2nd 24 hrs ate & drank. Not until day 3 did they start to become functional. 5 days duration about right.
- Caregivers brought from Canada were better received than those who served with the BG. Their counterparts were as burntout, if not more, than the rest of the BG.
 - CO Redeployment Team



National Defence



Receployment Kandahar Phase 2

The concept is sound. The day to day difference in the BG was significant. People started to engage in conversations, took themselves less seriously and were visibly more relaxed. I would not like to have seen the guys I saw on day one go directly back into garrison. The frustration, anger and attitude was significant.

CO Redeployment Team



Défense nationale

Theatre Activation Team (TAT) -

Athena

- Huge success!
 - Allowed operational forces to concentrate on operations – not on survival
 - Established 2 camps
 - Short period of tim
 - Austere conditions
 - RTC Again! Greenfield Site









Theatre Activation Team -

- Now the best and safest camps in ISAF
- •TAT approx
 300 pers for
 3 months







Deatre Activation Team -

Athena - Part 2

Reception, Staging, Onward Movement and Integration Operation - RSOMI

- Airport ops were excellent
- Personnel procedures effective and smooth





- Pers: 2110
- Veh/tlrs: 360 Sea Containers: 500
- Cargo 4930 tons (29 Jul)
- Cargo 7754 tons (21 Sep)
- Sealift 3 ships
- Airlift to KABUL
 - 91 x AN 124
 - 33 x IL 76
 - 92 x CC 130
 - 4 x An 12







- Close Out Planning Eclipse
- Coalition Operations Apollo
- Use of Liaison Officers Apollo
- Contracting Out Athena
- Public Affairs Athena





ose Out Planning -

- New way of doing business (early in early out) ECLIPSE early out)
- Problems included:
 - key capabilities (police, engineers, heavy equipment operators) were repatriated by the TF before their close out tasks were complete
 - hazardous waste disposal during mission
 - lack of guidance, lead to
 - lack of practice.





Apollo MIC Issue?

- What does coalition ops mean?
 - No legal standing
 - No big tent solution like NATO
 - Nations deal on bilateral basis
 - What doctrine?
- Need Coalition Op check lists covering things like diplomatic arrangements, planning processes, medical, intel, etc.



se of Liaison Officers

- MIC Issue?

- Increasingly vital to success of operation, particularly in coalition.
- Problem LOs were deployed from a variety of sources with differing terms of reference and reporting channels.
- Coordination required! TORs spelled out, expectations & reporting channels explained.





Afternative Service Delivery Athena

- Initial observations are that Alternative Service Delivery for <u>services</u> has not been a good or wise thing.
 - Still initial observation
 - Perhaps a Roto O factor
 - Can't contract for the necessary flexibility or responsiveness required
 - Shortfalls in services for water, sewage, electric generation, food,



Public Affairs - Athena

- Lead nations must think of Public Affairs campaigns that are bigger than just the national media.
 - More interest from international press
 - Greater responsibility to ensure all national press have sufficient access





- Linguistic Support Apollo,
 Athena
- Emergency Extraction Plan –
 Athena
- Fratricide issues Apollo





Linguistic Support Apollo, Athena

- This is a reoccurring issue!
 - Need for trusted personnel with sufficient security clearance to support ops in theatre.
 - Difficult to obtain from departmental resources.
 - Time intensive to find in society.
 - Solution demands greater gov't input.

 1 Short term solution has been to use trusted allied resource (Apollo)



National

Defence

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ue On Blue (Apollo) -MIC Issue?

- Some areas this is not a concern:
 - Naval forces are integrated and work well together
- Some areas big concern:

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- Issue is integration of forces (USAF -3PPCLI incident)
- Need to synchronize/harmonize procedures
- Need to go beyond theory and apply it!
- Is this a Lead Nation responsibility?
- Strong C4ISR effort needed!
- LO issue again right people at right



Plan Athena

- Identified issue. (Not the first nation in this position)
- No real emergency extraction plan has been formulated!
- Hunker down and wait out the crisis
- National deficiency in both doctrine & practice
 - -ISAF plan does exist (ISAF 03)







Significant logistic challenges

- Due to austere, remote operating theatre
- Due to extended supply lines from Darwin
- Long distance from Canada, outside previously experienced supply routes





- Planned solution was to use NZ and AUS material as much as possible.
 Did not occur! Why?
 - Difference in camp standards
 - Lack of availability of key items like vehicles
 - Competing demands to lead nation (overstretch)
- Actual solution was more national support provided.



P Toucan - East Timor

- Excellent use of our Attaché
 - Made contacts.
 - Provided info & sitreps in early phases.
 - Good synergy with host nation, open & receptive.
- Lack of first hand medical knowledge in jungle environment
 - Strong reliance on allies to help with our assessment & planning in this





- Development of ROE & soldiers card were delayed
 - Difference in approach by nations



Défense

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Questions?

Comment

Commentaires

Discussion

Débat



